
CHECKLIST & TABLE OF CONTENTS

APPLICANT: City of Salisbury

NAME OF SUSTAINABLE COMMUNITY: City of Salisbury - Sustainable Community Area

Please review the checklist of attachments and furnish all of the attachments that are applicable. Contents of the notebook should be tabbed and organized as follows:

- ☐ **TAB #1 Applicant Information**
- ☐ **TAB #2 Sustainable Community Baseline Information - In addition to hard copies of the project location map, a detailed listing of parcels (i.e. Parcel ID Numbers) that form the project boundary should be included. Maps should also be submitted in electronic GIS form (shape file). If you have additional comments or questions, please contact Brad Wolters, Senior GIS Specialist, DHCD, wolters@mdhousing.org.**
- ☐ **TAB #3 Local Capacity to Implement Plans & Projects: Attach Sustainable Communities Workgroup roster noted in Section III**
- ☐ **TAB #4 Sustainable Community Plan**
- ☐ **TAB #5 Progress Measures**
- ☐ **TAB #6 Local Support Resolution**
- ☐ **TAB #7 Signed Sustainable Community Application Disclosure Authorization and Certification**

**All documents on this checklist are mandatory.
Failure to provide the requested document will automatically deny your application.**

I. SUSTAINABLE COMMUNITY APPLICANT INFORMATION**Name of Sustainable Community:** City of Salisbury - Sustainable Community Area

Legal Name of Applicant: City of Salisbury

Federal Identification Number: 52-6000806

Street Address: Office of the Mayor - 125 North Division Street

City: Salisbury	County: Wicomico	State: MD	Zip Code: 21801
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Phone No: (410) 548-3100	Fax: (410) 548-3102	Web Address: www.ci.salisbury.md.us
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Sustainable Community Contact For Application Status:

Name: Deborah Stam	Title: Dir. of Community Developmen
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Address: 125 North Division Street	City: Salisbury	State: MD	Zip Code: 21801
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Phone No: 410-334-3031 x	Fax: 401-334-3033	E-mail: dstam@ci.salisbury.md.us
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Person to be contacted for Award notification:

Name: James Ireton, Jr.	Title: Mayor
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Address: 125 North Division Street	City: Salisbury	State: MD	Zip Code: 21801
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Phone No: 410-548-3100 x	Fax:	E-mail: jireton@ci.salisbury.md.us
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II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

Through this section, applicants will demonstrate that trends and conditions in homeownership, property values, employment, commercial and residential vacancy, community facilities and infrastructure, natural resources, the local business and residential districts show a need for new or continued revitalization reinvestment. Demographic data and trends provided by Applicants should support the choice of the proposed Sustainable Community Area boundary and help form a basis for needs and opportunities to be addressed through the initiatives and projects described in the Sustainable Community Action Plan (Section IV).

POINTS IN THIS SECTION WILL BE AWARDED BASED ON THE SC AREA'S NEED FOR REINVESTMENT AS EVIDENCED BY THOROUGH DESCRIPTIONS OF CURRENT CONDITIONS OR TRENDS (and will not be based upon current or planned revitalization activities which will be covered in Section IV).

A. Proposed Sustainable Community Area (s):

County: Wicomico

Name of Sustainable Community: City of Salisbury - Sustainable Community Area

Include boundary descriptions and a map of the Sustainable Community. In addition to hard copies of the of the project location map, a detailed listing of parcels (i.e. Parcel ID Numbers) that form the project boundary should be included. If possible, maps should also be submitted in electronic GIS form (shape file). If you have additional comments or questions, please contact Brad Wolters, Senior GIS Specialist, DHCD, Wolters@MdHousing.org

- Begin at the southeast corner of the intersection of W College Avenue and S Salisbury Blvd (Rt 13) running easterly along the southern edge of W College Ave (which turns into E College Ave).
- Continue along the southern edge of E College Ave until it intersects the Salisbury municipal boundary to the east of Adams Ave.
- Then northeasterly along the Salisbury municipal boundary to the intersection of Snow Hill Rd and Spring Dr.
- Then northeasterly across Snow Hill Rd to the Salisbury municipal limits.
- Then northeasterly along the Salisbury municipal boundary until the Salisbury municipal boundary intersects the southern edge of S Park Dr.
- Then northeasterly to the intersection of southern edge of N Park Dr and the Salisbury municipal boundary.
- Then northeasterly along the Salisbury municipal boundary to the northern edge of Mt Hermon Rd.
- Then easterly along the Salisbury municipal boundary (the northern edge of Mt Hermon Rd) until the Salisbury municipal boundary turns south (approx. 450 feet beyond Glendale Dr).
- Then southerly along the Salisbury municipal boundary to the intersection of Glen Ave and Civic Ave.
- Then southeasterly along the northern edge of Glen Ave until it intersects the Salisbury municipal boundary.
- Then northeasterly along the Salisbury municipal limits to the intersection of Beaglin Park Dr and Mt Hermon Rd; continue on a northeasterly tangent to the southern edge of E Salisbury Pkwy (Rt 50).
- Then westerly along the southern edge of E Salisbury Pkwy (Rt 50) until it intersects the Salisbury municipal limits.
- Then easterly along the Salisbury municipal limits until it turns north.
- Then northerly along the Salisbury municipal limits to the southern edge of S Saratoga St.
- Then northerly approximately 625 ft along the eastern edge of Centenary Dr.
- Then northeasterly approximately 145 ft to the Salisbury municipal limits.
- Then along the Salisbury municipal limits until it intersects Peggy Branch.
- Then north easterly along Peggy Branch until it intersects the Salisbury municipal limits.
- Then along the Salisbury municipal limits until it intersects Middle Neck Branch Creek.
- Then easterly along Middle Neck Branch until it intersects the Salisbury municipal limits.
- Then southeasterly along the Salisbury municipal limits (across Johnsons pond) to the southeastern corner of Sunset Heights (Near the corner of N Westover Dr and S Westover Dr).
- Then southerly along Coty Cox Branch until it intersects the Salisbury municipal limits (approx. 150 ft northeast of the intersection of West Rd and W Isabella St).
- Then easterly along the Salisbury municipal limits (northern edge of Boundary St) continuing north around the Salisbury Senior Housing complex and back south to Nanticoke Rd.

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- Then along the northern edge of Pemberton Dr until it intersects the Salisbury municipal limits.
 - Then along the Salisbury municipal limits until it intersects the northeastern edge of Culver Rd.
 - Then northwesterly along the northeastern edge of Culver Rd until it intersects the Salisbury municipal limits.
 - Then along the Salisbury municipal limits around the Heritage development until it intersects the southeastern edge of Pemberton Dr.
 - Then northeasterly along the southern edge of Pemberton Dr until it intersects the Salisbury municipal limits.
 - Then along the Salisbury municipal limits until it intersects the Wicomico River near Chesapeake Ship Building.
 - Then southwesterly along the centerline of the Wicomico River until the intersection of a tangent of the Salisbury municipal limits (extending northwesterly from Loblolly Ln).
 - Then southeasterly along the tangent of the Salisbury municipal limits (extending northwesterly from Loblolly Ln).
 - Then along the Salisbury municipal limits until it intersects the eastern edge of S Salisbury Blvd (Rt 13).
 - Then northerly along the eastern edge of S Salisbury Blvd (Rt 13) to the starting point.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

Approximate number of acres within the SC Area: 2,958.00

Existing federal, state or local designations (check all that apply):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Community Legacy Area | <input checked="" type="checkbox"/> Designated Neighborhood |
| <input checked="" type="checkbox"/> Main Street | <input type="checkbox"/> Maple Street |
| <input checked="" type="checkbox"/> Local Historic District | <input type="checkbox"/> National Register Historic District |
| <input checked="" type="checkbox"/> A & E District | <input checked="" type="checkbox"/> State Enterprise Zone Special Taxing District |
| <input type="checkbox"/> BRAC | <input type="checkbox"/> State Designated TOD |
| <input checked="" type="checkbox"/> Other(s): <u>Local Historic Districts Eligible for Listing in the National Register</u> | |

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

Prior Revitalization Investments & Smart Growth:

(a) List and describe any significant State and local smart growth or revitalization related program investments (for instance, Community Legacy or SC Rehab Tax Credit) that have been invested in the Area since the launching of Maryland's Smart Growth initiative and programs in 1997 (including Housing investment). What impact have these investments made in the community? (Answer Space 4,000 characters)

Redevelopment projects in the Sustainable Community Area since 1997 include:

- Bennett Senior High School
- North Salisbury Elementary School
- Prince Street Elementary School
- Walgreens on Route 13 South
- Walgreens on Mt. Hermon Road
- CVS Pharmacy on Route 13 South
- Taco Bell on Route 13 South
- Evolution Craft Brewery on Vine Street
- Peninsula Regional Medical Center on Vine Street
- Waverly Drive Storm Drain / Flood Relief Project
- Sidewalks – SHA funding:
 - Rt. 50 from Gateway Street to East Main Street
 - Rt. 13 from Pine Bluff Drive to College Avenue

Projects funded through Community Legacy include:

- Downtown Lighting Analysis
- Pedestrian Connectivity Study
- Housing Rehabilitation Revolving Loan Program
- Chipman Cultural Center – Wheelchair Lift
- Boundless Playground – Phase 2
- Rose St. / Lake St. – Redevelopment Ready
- Isabella St. Streetscape – Phases 1 & 2
- Rose St. / Delaware Ave. – Redevelopment Ready
- Homeowner Conversion Grant Program
- Mill St. & W. Main St. Intersection Improvements – Phases 1 & 2
- Chipman Cultural Center – Structural Repairs

Projects funded through Program Open Space and Community Parks & Playgrounds include:

- Doverdale Playground – Rehabilitation
- Waterside Park Improvements
- Lake Street Playground – Rehabilitation
- City Park Improvements
- Francis J. Tilghman Memorial Dog Park
- Salisbury Urban Riverwalk Park – Bridge Tender Station

Housing Investments – Salisbury Neighborhood Housing Services:

- CDBG – Acquisition/Rehab/Resale – 2 properties on Hazel Avenue, 2 properties on Church Street, 1997-1998.
- Live Near Your Work – 1997-2004 State Program, 49 recipients.
- 40 at 4 Program 1998-1999, mortgage funds at 4%.
- HotSpot Homeownership Initiative: \$1 million in mortgage funds, 2001.
- Redevelopment Ready Funds for demolition: 2004 - \$67,000 for Rose/Lake Streets and 2007 - \$65,000 for Rose/Delaware Avenue.
- Neighborhood Stabilization Funds - \$392,000 for down payment / closing costs / rehab, 18 recipients.
- Community Legacy – Acquisition/Rehab/Resale – 2 properties on Newton Street, 2003-2004. \$392,000.

The City of Salisbury has been a CDBG entitlement jurisdiction since 2004, and during that time it has focused much of its funding on neighborhood revitalization projects related to housing. The city provided CDBG funds to Salisbury Neighborhood Housing Services (SNHS) and the Salisbury–Wicomico Dept. of Planning, Zoning & Community Development for owner-occupied housing rehabilitation. It also provided funds to Habitat for Humanity of Wicomico County

for acquisition, demolition and construction in the Church Street low-mod income neighborhood. The city also assisted SNHS with CDBG funds for Principal Write-Down Assistance grants and Housing Counseling services.

In cooperation with Salisbury-Wicomico Economic Development, the Maryland Department of Transportation and rail users along Mill Street, the City of Salisbury rehabilitated the rail spur along Mill Street to allow for continued rail commerce.

Demolitions

The city is in the process of utilizing some of its CDBG funds to demolish blighted properties in low-mod income neighborhoods that pose a public health and/or safety risk. The City hopes to be able to fund a total of five demolitions with the funds available.

North Prong Vessel

The city secured \$208,000 as part of the Derelict Boat & Debris Grant, from the Maryland Department of the Environment to remove three derelict vessels which were discovered in the North Prong of the Wicomico River. The vessels did not have a direct impact on navigation, however they did become a “contributing nuisance to the safety of the water” according to Bob Gaudett, Director of Boating Services of the Department of Natural Resources. This effort began on December 14, 2009 and completed on December 11, 2010.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(b) Describe any existing barriers to Smart Growth that may affect your jurisdiction or the proposed SC Area. For instance, does your area have higher development fees than outer "cornfields"?

(Answer Space 4,000 characters)

Barriers to Smart Growth include the fact that most of the land in the SC Area is already developed and redevelopment construction costs tend to be higher than new construction costs on undeveloped land. However, development fees in the SC Area are less than in the "cornfields" because of the fact that developers do not have to build new water, sewer, streets and other public infrastructure to serve their projects.

Development / redevelopment within the local historic districts is generally more expensive because of the materials that must be utilized in order to meet historic district standards.

The combined cost having to pay both City and County taxes can be a deterrent if the developer does not believe that the additional infrastructure and services provided offset the increased cost.

Alternative Transportation - Improved pedestrian / bicycle connectivity continues to be a goal of the city administration, as we seek to link the historic Downtown area with the surrounding residential neighborhoods.

Zoning practices may have the unintended effect of increasing housing costs, and effectively excluding prospective households from locating affordable housing for purchase or rent. Zoning can also be used as a positive tool in support of cost effective and efficient design, if housing affordability is considered as a part of the jurisdiction's policy. The Salisbury City Council held two public forums during 2005 to review the work of the Salisbury-Wicomico Department of Planning, Zoning & Community Development on the development of an inclusionary zoning policy in support of moderately priced dwelling units. The Council then decided to further consider "inclusionary zoning" in conjunction with the development of refined annexation policies and procedures.

In 2006, the Salisbury Mayor and City Council adopted refined annexation policies and procedures requiring affordable housing to be addressed with new major annexations. This involves the provision of affordable units on-site, or the payment of a fee to a City-administered affordable housing fund. The development of affordable housing will be supported through this fund in the coming years. During 2007 the Mayor's Office began working on developing policies for the use of these funds for neighborhood reinvestment projects and workforce housing. In 2008 these draft policies were presented to the City Council for their consideration. To date the City Council has continued to review the proposed policies, but they have not yet adopted them.

In 2004 the City Council began discussing possible modifications to the "4 to 2" legislation, which had reduced the number of unrelated individuals who may reside in a single-family housing unit from 4 persons to 2 persons. This legislation was originally created to mitigate the overcrowding, noise and parking problems associated with student rentals in the neighborhoods surrounding Salisbury University. However, a perceived potential side effect of this legislation was the limiting of affordable housing options for low-to-moderate income households such as single mothers, immigrants, and young working people just starting out on their own.

During 2005 the local "4 to 2" ordinance was amended to allow landlords to make requests, on an individual unit basis, to be granted an exception from the ordinance. During 2006, a total of 419 exemptions to the ordinance were granted; 165 for 4 unrelated people and 254 for 3 unrelated people. All of these units were "grandfathered in" based on a previously approved use. The chance to receive an exemption was a one-time only opportunity. The new legislation does allow for unrelated persons to apply for a "functional family" designation. This option gives the City the ability to take into account the need for affordable housing, and give consideration to the possibility of relief from the occupancy limitations on a case-by-case basis.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

B. Community Conditions: Strengths and Weaknesses

(1) Describe the strengths and weaknesses in the proposed Area's existing built environment. For example, what is the condition of housing? Are there underutilized historic buildings and cultural places? What is the condition and availability of community parks and recreational assets? Are there transportation assets? What is the current condition of community infrastructure such as roads and lighting? (Answer Space 4,000 characters)

As a part of the Salisbury Comprehensive Planning process a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was conducted in October of 2008. The discussion was divided into three topic areas that focused on:

1. Neighborhood Stability and Identity
2. Economic Development and Revitalization
3. Community Services and Infrastructure

The strengths and weaknesses identified under each of these categories included the following:

Neighborhood Stability and Identity:

Strengths –

Variety of residential options
 Attractive neighborhoods / Quality of life
 Strong neighborhood advocates
 Concentrated development pattern
 Convenient to regional services – medical, educational, industrial, retail services
 Strong legislation / Code enforcement
 Availability of affordable housing
 City Park / Zoo
 Near beach
 Historic areas
 Ward Museum of Wildfowl Art

Weaknesses –

Perceived increase in crime
 Lack of student housing on campus
 High percentage of rental housing
 Lack of pedestrian / multi-modal transportation routes / connectivity
 Schools located in areas with declining numbers of students, lack of financial resources
 Relatively low income area
 Blighted / aging housing
 Difficulty with enforcing legislation due to limited city staff
 Lack of workforce housing
 Underutilization of riverfront land
 Lack of marketing

Economic Development and Revitalization:

Strengths –

Wicomico River / Salisbury Marina
 Regional rail center
 Population density
 Talented workforce / higher education
 Active Chamber of Commerce
 Salisbury Wicomico Economic Development
 Lower Shore Workforce Alliance / Work Opportunities Program
 Commercial / industrial expansion
 Salisbury University / Wor-Wic Community College

Broadband Access
Shore Transit

Weaknesses –

Underutilization of Marina
Decline of Downtown area
Lack of corporate partnerships
Need more commercial / industrial development
Tourism revenue differential
Limited tax base / Lack of funds
Limited resource options (only property tax)
Limited river crossing points
Lack of high skill / high paying jobs
Loss of industrial jobs

Community Services and Infrastructure:

Strengths –

Airport, Marina, Hospital
Salisbury Neighborhood Housing Services
Habitat for Humanity of Wicomico County
PAC 14
Public Services – Police, Fire, EMS, Water & Sewer, Trash, etc.
Special needs agencies – MAC, DILA, Go-Getters, Village of Hope, etc.
Citizen philanthropy / Strong volunteer base
Quality public utilities
Public transportation
Road system
Strong faith-based community services
Parks / recreational opportunities

Weaknesses –

Aging infrastructure
Lack of funding / resources for infrastructure improvements
Need for additional public / community services
Need for additional public services staff
Need for a City Parks & Recreation Dept.
Public transportation improving, but additional services required
Growing population / strain on services
Perceived high density / congestion
Perceived high crime rate
Lack of large convention facilities
Lack of youth / after school programs
Lack of pedestrian connectivity

The Mayor's Office is committed to making Salisbury a strong, viable and diverse community by developing projects and programs to maximize the city's strengths and address its weaknesses. We wish to preserve the character and diversity of the target neighborhoods as they exist today, while at the same time strengthening them for future generations. By transforming renters into homeowners, and improving the condition of both the housing stock and the neighborhood amenities, we can stabilize the community without displacing the current residents. In order to be successful a revitalization strategy must seek to provide a mixture of goods, services and housing options that will both appeal to and meet the needs of all of the residents of our community.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(2) Describe the Area's land use/zoning make-up (residential, commercial, industrial, and mixed-use). Is the current land use or zoning conducive to revitalization investment? (Answer Space 4,000 characters)

The land use in the SC Area is primarily residential, with commercial development being located along the Rt. 13 and Rt. 50 corridors and in the Downtown area. The zoning designations in the area include Residential, General Commercial and Central Business District (Downtown).

During the development of the Salisbury Comprehensive Plan the city was broken up into Planning Areas in order to allow for more specific land use decisions at a planning area level. The planning areas were designated based on location and similar issues. The SC Area is comprised mainly of Planning Areas 1, 2 and 3.

Planning Area 1 includes portions of the Riverwalk, as well as Peninsula Regional Medical Center (PRMC). The mix of uses is largely commercial and institutional with a concentration of government buildings. This area is largely built-out, but there are still few opportunities for in-fill development, and revitalization of underutilized areas should be considered a priority. There are two main issues dominating Planning Area 1; the downtown area needs to be refreshed and energized while the hospital area is expanding. Planning Area 1 should be maintained as a center for government, institutional, special retailing, business, and entertainment activities. It should utilize the Riverwalk and historic downtown as amenities to revitalize the area. A variety of activities created by a mix of uses will bring people in, year round. Safe and pleasant streets with improved connectivity of the area with the rest of the City will increase street activities. Street plantings, traffic calming and pedestrian oriented development should be encouraged in the area.

Planning Area 2 encompasses the southern portion of the core of Salisbury. This Planning Area is largely residential comprised of single-family detached housing and a few multi-family developments. In addition to the residential uses within this area, there is a substantial commercial corridor located along both sides of U.S. Route 13. Due to their proximity to Salisbury University, the residential neighborhoods feel pressure from the growing University population. Over the past 30 years, the neighborhoods have experienced a transition from owner-occupancy to rental-occupied housing units. The future direction for this area is to re-establish and strengthen the single-family neighborhoods while creating a University Planning Area to accommodate expansion of the University and to satisfy the housing needs of the University population. The University students and citizens residing in the area adjacent to the University have different lifestyles and expectations, which can contribute to neighborhood conflicts. By establishing areas for both types of neighborhoods, the needs of these different residents can be accommodated more harmoniously.

Planning Area 3 includes many of the established neighborhoods north of U.S. Route 50 and Planning Area 1. The area has a mix of uses with medium-density housing and commercial uses being the most prevalent. This Planning Area encompasses the Newtown Historic District, which includes numerous historic structures of significance to the history and early development patterns of the City. There is also an established commercial corridor located along U.S. Route 13. Issues in Planning Area 3 are typical to those found in many older city neighborhoods: the housing stock is aging, with many units that need to be updated and or modernized; there are issues of deferred maintenance. Though land use changes in Planning Area 3 are expected to be minimal, some redevelopment is needed to improve the look and feel of the area. Future efforts in the residential neighborhoods should focus on maintaining existing infrastructure and promoting home maintenance. In the commercial area, building maintenance and enhanced landscaping with options for pedestrian circulation and linkages to the adjacent residential areas should be promoted.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

3) Describe strengths and weaknesses in basic features of community quality-of-life. For instance, is crime an issue for this SC Area? What is the condition and quality of educational choices available to the community? Are artistic, cultural, or community resources, events or facilities within or accessible to residents in the proposed SC Area? (Answer Space 4,000 characters)

Crime rates in the City of Salisbury have dropped over the last 2 years a combined total of 29%. Our work through the Governor's Office Safe Streets Coalition along with our holistic community engagement approach to reducing crime, has had a substantial impact on improving the safety of community residents. These reductions are a direct result of the city moving from reactive to proactive policing methods, including the re-introduction of walking posts and bicycle patrols which allow for greater police / community interaction.

The incidence rate of Part One offences has dropped substantially over the last three years. The Sustainable Community Area saw a reduction of 21.89% in the number of Part One offences from 2009 to 2010, and another 20.57% reduction from 2010 to 2011. Attached is a chart showing the breakdown of Part One offences by type, and the number of each type of offence for the three year time frame, both in the Sustainable Community Area and citywide.

In order to keep the flywheel moving in 2012 we have instituted Compstat within the police department. Compstat is the proven blueprint to proactively reduce crime as it allows for a refined deployment of resources driven by timely analysis of crime, combined with relentless follow-up and assessment. The Salisbury Police Department intends to use Compstat to allow our officers to share timely crime analysis with our neighborhood partners. The officers will discuss the crime as it is analyzed with the residents. These discussions are intended to generate real world solutions which will result in sustainable change within the neighborhoods where officers are working.

There are 15 public schools serving City of Salisbury students: nine elementary schools, three middle schools, and three high schools. The Wicomico County Board of Education (WCBOE) operates and maintains the schools that serve the entire County including the City of Salisbury.

Salisbury University is a four-year regionally accredited university offering 42 undergraduate and 13 graduate degree programs. Wor-Wic Community College is a public, two-year college offering programs that lead to various Associate degrees. In an effort to closely coordinate with the surrounding four-year academic institutions, Wor-Wic offers the first two years of a baccalaureate degree for those that may want to transfer to a four-year college or university. Other credit programs are more occupational in nature, which are designed for individuals that desire entering the work force immediately after two years of college.

The City of Salisbury offers a wide variety of other amenities in the form of business, medical, and leisure and recreational opportunities:

- Peninsula Regional Medical Center
- Salisbury University
- Wor-Wic Community College
- Salisbury–Ocean City–Wicomico Regional Airport
- Perdue Farms
- Pepsi-Cola
- Salisbury Zoo
- Salisbury City Park
- Salisbury Marina
- Francis J. Tilghman Memorial Dog Park
- The Urban Greenway
- Ward Museum of Waterfowl Art
- Pemberton Historical Park
- Charles H. Chipman Cultural Center
- Poplar Hill Mansion
- Arthur W. Perdue Stadium
- The Centre at Salisbury
- Wicomico County Youth & Civic Center
- The Country House (the largest country store on the East Coast)

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

C. Natural Resources and Environmental Impact: Strengths and Weaknesses

(1) Describe the strengths and weaknesses of the community's "natural environment." in or near the Sustainable Community Area. What is the current condition of key natural resources - lands, air, water, watersheds, tree canopy, other? If the community is located in a coastal zone, what risks might the community be subject to associated with climate induced sea level rise? (Answer Space 4,000 characters)

The City of Salisbury has a rather unique natural environment that contains parklands, woodlands, wetlands, and water resources, which are some of the City's greatest assets. Some of these areas, such as wetlands, offer not only environmental value like helping to filter water, but also offer protection against devastating floods by absorbing and holding the excess water that can occur during severe weather events.

These areas also offer ample opportunities for recreational activities like hiking, camping, kayaking and many others. It is imperative that this natural environment be protected to the fullest extent possible to help the City of Salisbury facilitate future development and environmental challenges.

Streams and Buffers

Streams are home to many plant and animal species, and serve as spawning areas for commercial fish stock and also support recreational fishing. Stream buffers serve as protection zones and serve to filter sediment, nitrogen, phosphorus, and other runoff pollutants, reducing stream damage. The effectiveness of buffers to protect stream water quality is influenced by their width, the type of vegetation within the buffer, and buffer maintenance.

Chesapeake Bay Critical Area

The Chesapeake Bay Critical Area is defined as the land within 1,000 feet of the mean high water line of tidal waters or the landward edge of tidal wetlands and all water of and lands under the Chesapeake Bay and its tributaries. The City of Salisbury's Critical Area Implementation Ordinance established site-specific development objectives and procedures to minimize the impacts to the Critical Area. In the City of Salisbury, the Critical Area law applies to the Wicomico River and its tidal tributaries. The objectives include creating buffer areas, reducing lot coverage, increasing water access, enhancing wildlife habitat, and increasing and protecting open space and recreational areas.

Wetlands

Wetlands moderate and store floodwaters, absorb wave energies, reduce erosion and sedimentation, help maintain water quality, recharge groundwater supplies, protect fisheries, and provide habitat and natural corridors for wildlife. There are two general types of wetland areas within the Salisbury city limits: tidal and nontidal wetlands. All tidal wetlands within the City are protected through the Critical Area Program.

Watersheds

The City of Salisbury lies within parts of two watersheds: the Wicomico River Head and the Lower Wicomico River watershed. Water quality is affected by land use activities (urban and agricultural) in the City, and in Wicomico County's Metro Core. From a water supply perspective, the City of Salisbury and the rest of Wicomico County rely exclusively on groundwater as sources of potable water.

Waterway and 100-Year Floodplain

Activities within a waterway or its floodplain are monitored to keep the area from flooding upstream or downstream, maintain fish habitat and migration, and protect waterways from erosion. On average, Salisbury receives about 46 inches of precipitation annually, and in combination with low-lying topography, high seasonal water tables and soils with poor drainage, the risk of flooding can be high.

Forest

The City of Salisbury follows the Forest Conservation Act of 1991. The primary objective is to minimize the loss of forest land from development and ensure that priority areas for forest planting are identified and protected. Priority areas include areas adjacent to wetlands, streams, steep slopes, forest blocks and wildlife corridors.

It is also important for Salisbury to maintain and expand the "urban forests" in and around the City, which include tree-lined streets, as well as trees and other vegetation in home landscapes, school yards, parks, riverbanks, cemeteries, vacant lots, etc. Urban forest cover provides water quality protection, air purification, wildlife habitat, runoff reduction, and aesthetics.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(2) Describe the strengths and weaknesses of any current efforts to reduce the community's "carbon footprint" or impact on the environment. Is recycling (commercial or residential) available to minimize waste? Are there current efforts to encourage the purchase and availability of fresh local food and other local products and services to the community? Describe any current energy or water conservation efforts that may be underway. If the community has not implemented one of the above initiatives, has the community identified a need or interest to pursue these or other efforts to reduce environmental impact, for instance through the new Sustainable Maryland Certified initiative? (Answer Space 4,000 characters)

In 2008, an Environmental Policy Task Force was established to assist the City of Salisbury in developing policies to guide its actions, both internally and externally, as they relate to the environment. The Task Force met for six months between 2008 and 2009 and prepared a series of recommendations for consideration by the Mayor and City Council intended to reduce the environmental impact of the City and its residents. Based upon an early recommendation of the Task Force, the City joined the U.S. Mayors' Climate Protection Agreement, also known as the Cool Cities Initiative. The Task Force recommendations included:

- Purchasing hybrid and electric vehicles when appropriate, using green cleaning supplies, bulk purchasing of electricity from sustainable sources, applying LEED (Leadership in Energy and Environmental Design) standards to new facilities and promoting citizen education programs to stimulate citizens to take actions, such as reducing water usage, within their households and businesses.
- Establishing a stormwater utility to provide a dedicated funding source that could support staff and equipment, street cleaning, and a trash reduction education program.
- Creating a new position, Director of Sustainability, to focus on expanding public open space, including a trail system, developing a green infrastructure plan, and protecting and enhancing the tree canopy.

In an effort to address the recommendations of the Environmental Policy Task Force, the City has worked assiduously, both with its energy consultant and on its own, to find opportunities through grants, loans, and lean processes to reduce its carbon footprint. As a result, the City took advantage of an American Recovery and Reinvestment Act (ARRA) grant offered by the Department of Energy to replace lights, HVAC systems, and install motion detectors to reduce its energy consumption.

The City also obtained a loan through the Jane E. Lawton Conservation Loan Program, at zero percent interest, to replace 791 conventional traffic signal bulbs with light-emitting diode (LED) technology bulbs and fixtures, which reduces the City's energy consumption as well as savings in regards to maintenance and conventional bulb replacement. The funds from this loan were also used for upgrades to convert T-12 fixtures to current technology, install atomic clock based seven day programmable exterior light time clocks with photocell backups, install lighting control occupancy sensors in storerooms, mechanical rooms, work rooms, rest rooms and selected areas, and install seven day programmable thermostats throughout City facilities. The introduction of these energy saving measures netted an annual savings of 7% which equates to \$168,650.65 on an annual basis.

In 2010 the Salisbury Fire Department began using biodiesel in all of its capital apparatus as a means of going greener.

An ARRA grant was awarded to the Fire Dept. for the replacement of all lighting and electrical devices for the Fire Station 2 building.

The new car that was recently donated to the Zoo's education department by the Delmarva Zoological Society is a hybrid vehicle.

The City offers free weekly curbside recycling. All recyclables are placed in a designated bin, provided without cost by the City, for glass, metals, paper and plastics.

The Shore Fresh Growers Association has a lease agreement with the City of Salisbury to operate a Farmer's Market in Lot #16 from April to November. This Farmer's Market features locally grown fruits and vegetables and also includes homemade jams, jellies, breads, and other perishables. The Farmer's Market will also have a presence at the Salisbury Festival this year.

The City has recently employed a pilot print program that has a goal to reduce its desktop printers, ink and paper consumption, as well as only print what is absolutely necessary in order to maintain records.

The City currently has no water conservation program.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(3) Describe the strengths and weaknesses of the jurisdiction's current stormwater management practices and how these may affect the proposed SC Area. Is redevelopment and retrofitting of infrastructure an issue or opportunity in this SC Area? Stormwater runoff is a significant source of pollution to Maryland's streams and the Chesapeake Bay. Buildings constructed before 1985 have little or no stormwater controls, and development between 1985 and 2010 have some controls. Updated stormwater regulations passed by Maryland's General Assembly in 2010 require that development and redevelopment projects utilize stringent stormwater controls. Sustainable Community Areas may have opportunities for redevelopment practices that can reduce stormwater flows. (Answer Space 4,000 characters)

The strength of the City's current stormwater management (SWM) ordinance is that it requires new development and redevelopment projects to comply with stormwater design criteria that were developed by Maryland's Department of the Environment and are state-of-the-art.

The weakness of the City's SWM ordinance is that it only applies to new development and redevelopment projects. Unless there is significant development activity in the Sustainable Community Area, the SWM ordinance will have minimal impact on the area.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

D. Economic Conditions & Access to Opportunity: Strengths and Weaknesses

(1) Describe the jurisdiction's current economic strengths and weaknesses. For example, are there distinct economic drivers in the area or region that will affect access to job opportunities and the progress of the SC Plan? What are the main barriers to the Area's economic competitiveness? What is the current level of broadband access available to serve residents, businesses and public facilities? What efforts are currently in place to increase worker skills and employment? Describe trends in employment rates and business formation.

(Answer Space 4,000 characters)

Within the Sustainable Community (SC) area, distinct drivers of the economic base exist that enhance job opportunities for area residents. Perdue Farms operates a poultry processing plant, the area is home to Peninsula Regional Medical Center and Chesapeake Shipbuilding constructs boats along the Wicomico River. In addition and throughout the SC area, one can find numerous other businesses in various economic sectors. Broadband accessibility exists within the SC area. While not within the SC target area, Northwood Industrial Park, an important geographic area for employment opportunities and industry, is in close proximity.

Salisbury's average annual unemployment rate at the end of 2007 was 4.1%, and by the end of 2011 it was 8.7%. The increase in the unemployment rate is reflective of the growth, and subsequent decline, of the overall economy, and in particular the housing market during this time period. Though the average annual unemployment rate increased from 8.6% in 2010 to 8.7% in 2011, a positive sign was that the labor force participation rate increased from 14,813 to 15,025 (1.4%) and employment increased from 13,544 to 13,711 (1.2%) during this same period.

The most recent trend(s) in business formation involve "start-up" and resident business expansion entities as opposed to the relocation of mass production businesses. Our community, along with many throughout the nation, has experienced the loss of mass production manufacturing jobs as outsourcing to lower cost labor environments became evident in the past ten to twenty years. On the other hand, those manufacturing jobs that remain involve more knowledge-based labor producing value-added products. Local initiatives have focused on cultivating new, start-up businesses in an effort to augment existing recruitment efforts. The Knowland Group and Coastal Linens, Inc. are recent examples of "start-up" businesses that grew from modest beginnings to a solid business. The Knowland Group is an internet-based business that operates within the sales and hospitality industry. The company was founded several years ago with just two employees and now employs approximately one hundred eighty associates. Coastal Linens, Inc., an industrial laundry facility, recently caused the construction of a new facility and employs approximately twenty associates. Much effort is also exerted on assisting resident businesses in their respective expansion opportunities. Most new jobs in our community next year will originate from firms already in operation here. Assisting resident businesses will continue to be a priority.

Primary barriers to the SC area's economic competitiveness include the conversion of existing facilities to new uses and assisting the local labor market in exploring and securing jobs. The SC area is fairly developed, albeit, often with aged facilities. Not only will developers and investors evaluate various location factors such as traffic counts, proximity to market, land use capabilities, etc., but also costs (monetary and time) associated with reuse versus building a new facility on a green-field site. Reaching the potential labor market with available services can also be challenging. Shore Transit is a valuable existing service that provides transportation for job seekers to employment sites throughout the SC area.

Efforts continue to be made toward connecting those seeking jobs and/or new skills to various service providers. The Lower Shore Workforce Alliance (LSWA) is the primary agency utilized to provide such services or to refer clients to other resources throughout the community. The LSWA offers a One Stop Job Market service for job searches, training, dislocated worker initiatives, apprenticeship opportunities and much more. Salisbury also has two institutions of higher-education, Salisbury University and Wor-Wic Community College, which increases the number of skilled individuals locally available for employment.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(2) Describe the jurisdiction's housing market and access to affordable workforce housing. What are the trends in residential construction (rental and homeownership), homeownership rate, foreclosure rate and, property values. Describe how and whether your jurisdiction's prevailing housing costs - both homeownership and rental - are affordable to households below 120% AMI, 80% AMI and 50% AMI. What efforts are in place currently to house individuals, families and the disabled at or below the AMI levels described above? (Answer Space 4,000 characters)

There are currently 697 homes for sale in Wicomico County with an average sales price of \$144,806. The sales prices seem to have somewhat stabilized in recent months. However, the economy has not stabilized and families have seen a significant effect on their credit making it difficult to qualify for a loan. Lenders have significantly tightened their restrictions and are looking for solid credit as well as stable employment history. Salisbury Neighborhood Housing Services (SNHS) continues to work with clients to repair their credit and to participate in various programs aimed at reducing the cost of homeownership to families. SNHS has participated in several down payment/closing cost assistance programs aimed at families at or below 120% AMI and 80% AMI depending on the program.

From 2002 to 2011 a total of 658 single-family detached homes were constructed, going from a high of 180 units in 2005 to only 3 units in 2011. In the same time frame 56 apartment buildings were built; going from high numbers of 14 in 2002, 12 in 2004, 10 in 2005, and none from 2008 to 2011. A total of 111 duplexes were constructed, going from a high of 33 each year in 2003 and 2004, to only 1 per year in 2010 and 2011. From 2002 to 2006 a total of 145 single-family attached units were constructed, but no additional units have been constructed over the last 5 years. The total dollar value of rental and owner-occupied home construction has gone from a high of \$52,208,321 in 2005 to a low of only \$923,798 in 2011.

Data from the 2010 Census shows that Salisbury has a total of 13,401 housing units, 89.4% of which are occupied, giving Salisbury a vacant housing unit rate of 10.6%. Of the total housing units, 33.2% are owner-occupied, and 66.8% are renter-occupied. The high rate of rental properties continues to be an issue for Salisbury. There are 3,981 single-family owner-occupied homes, with a median dollar value of \$172,600. As the economy and the housing market have continued to decline, housing values have continued to drop.

According to the U.S. Department of Housing and Urban Development, affordable housing is defined as "In general, housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities." Households spending more than that amount are said to have a cost burden. According to the 2010 U.S. Census, 37.7 percent of the homeowners in the City spent 30% or more of their income on mortgage and utilities. In contrast, the percentage of renters who spent 30 percent or more of their household income on rent and utilities was 55.9 percent.

Salisbury Commons and The Homes at Foxfield are two affordable housing projects that are income-restricted and target individuals who make no more than 50 % or 60% of area median income. The Cottages at Riverhouse is a housing project for low to moderate income seniors. This project was financed with tax credits, and the unit rents are based upon the income of the individual. The Lodges at Naylor Mill is a senior housing project (age 55 and up) which has apartments units at different price levels to serve individuals at 30%, 50% and 60% or below of area median income. Victoria Park serves seniors aged 62 and over and earning 30% to 60% of the area median income. Westbrook Commons is a 96-unit complex that targets individuals at 30%, 40% and 50% of area median income.

The Wicomico County Housing Authority (WCHA) owns and manages 277 units of public housing. There are 100 units of family housing at Booth Street and 75 units of senior housing at Riverside Apartments. There also are 50 scattered-site units located within the City of Salisbury. Currently there are 66 vacant units pending renovation within the 277 unit inventory. WCHA also administers a Housing Choice (Section 8) Voucher Program within Wicomico County.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(3) Describe the SC Area's demographic trends (with respect to age, race, household size, household income, educational attainment, or other relevant factors). (Answer Space 4,000 characters)

The 2010 Census recorded a total population for the City of Salisbury of 30,343 (an increase of 6,600 since 2000), with 46.3% male, 53.7% female. The median age dropped slightly from 29.4 years in 2000 to 28.1 years in 2010.

The racial breakdown also shifted somewhat over the last ten years, with those reporting themselves as White decreasing from 60.7% to 55.7%, and those reporting as Black or African American increasing slightly from 32.3% to 34.4%. The number reporting as Asian remained the same at 3.2%, and 6.7% of individuals classified themselves as another race or combination of races. Those reporting themselves as Hispanic or Latino (of any race) were 7%, a substantial increase from the 3.4% figure reported in 2000.

The average household size is 2.42 persons. Median household income (2010) is \$37,361, median family income is \$39,560, and per capita income is \$19,545. Of the population that is 25+ years of age, 82.4% are a high school graduate or higher, and 33.6% have a bachelor's degree or higher. The percentage of families living below the poverty level is 33.6%, and for individuals it is 33.7%.

III. LOCAL CAPACITY TO IMPLEMENT PLANS & PROJECTS

A. Organizational Structure:

Describe the Applicant's organizational structure. Specifically, which organizations are members in the Sustainable Communities Workgroup and who are the respective staff? Who are the leaders, and how will the Workgroup advisor or staff manage implementation of the SC Area Plan? (Answer Space 4,000 characters)

The City of Salisbury is governed by a Mayor and five City Council Members. The administrative functions are the responsibility of City Administrator, the Department Heads and the City staff. The Department of Community Development will be the lead department handling the execution of the Sustainable Community Program.

The members of the Sustainable Community Workgroup are as follows:

Deborah Stam – Director, Salisbury Community Development Dept.
Jack Lenox – Director, Salisbury-Wicomico Planning, Zoning & Community Development Dept.
Dave Ryan – Executive Director, Salisbury-Wicomico Economic Development
Gloria Smith – Salisbury-Wicomico Planning, Zoning & Community Development Dept.
Keith Hall – Salisbury-Wicomico Planning, Zoning & Community Development Dept.
Frank McKenzie – Salisbury-Wicomico Planning, Zoning & Community Development Dept.
Dale Pusey – Acting Deputy Director, Salisbury Public Works Dept.
Susan Phillips – Deputy Director, Salisbury Neighborhood Services & Code Compliance Dept.
William Holland – Director, Salisbury Building, Permitting & Inspections Dept.
Rick Hoppes – Acting Fire Chief, City of Salisbury
Barbara Duncan – Police Chief, City of Salisbury
Cheryl Meadows – Executive Director, Salisbury Neighborhood Housing Services

III. LOCAL CAPACITY TO IMPLEMENT PLANS & PROJECTS

B.Organizational Experience:

Describe the Applicant organization's past experience in administering revitalization plans and projects. Describe the roles of the members of the Sustainable Communities Workgroup, including their experience in implementing revitalization initiatives. What are the strengths and challenges of the capacity of these groups with respect to implementation of the SC Plan? (Answer Space 4,000 characters)

The City of Salisbury has many years of experience in implementing grant funded projects for community revitalization through a wide variety of programs including Community Development Block Grant (CDBG), Community Parks & Playgrounds (CP&P), Program Open Space (POS), and Community Legacy. Projects funded through the Community Legacy program include:

- Downtown Lighting Analysis
- Pedestrian Connectivity Study
- Housing Rehabilitation Revolving Loan Program
- Chipman Cultural Center – Wheelchair Lift
- Boundless Playground – Phase 2
- Rose St. / Lake St. – Redevelopment Ready
- Isabella St. Streetscape – Phases 1 & 2
- Rose St. / Delaware Ave. – Redevelopment Ready
- Homeowner Conversion Grant Program
- Mill St. & W. Main St. Intersection Improvements – Phases 1 & 2
- Chipman Cultural Center – Structural Repairs

In 2004 Salisbury became a Community Development Block Grant entitlement jurisdiction, and now receives an annual allotment of CDBG funds directly from HUD. The Director of Salisbury's Community Development Department has been with the city for 21 years and has a great deal of experience dealing with these types of projects and programs.

III. LOCAL CAPACITY TO IMPLEMENT PLANS & PROJECTS

C. Public Input:

How did residents and other stakeholders in the community provide input to Action Plan described below in Section IV? (Answer Space 4,000 characters)

The Salisbury Comprehensive Plan was adopted by the City Council in July of 2010. As a part of the Comprehensive Planning process, the City of Salisbury held a series of Community Workshops to gather input from the general public on the City's new Comprehensive Plan. The project team also organized a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis with key City staff and the Salisbury-Wicomico Planning & Zoning Commission. Other outreach efforts included: administering a public opinion survey hosted on the City website in an effort to reach out to a greater number of citizens; one-on-one meetings with community stakeholders; meeting with the Mayor's Neighborhood Roundtable; and appearing on the Mayor's weekly radio talk-show.

Community Workshops

The first community workshop for the Comprehensive Plan was held in October 2008. Various issues were identified within the City by the participants and possible solutions were analyzed. For the purpose of gaining insight about the issues facing our citizens the workshop was divided into six major themes including: neighborhood assessment; methods to promote a prominent identity for the City; possible areas of future annexations; economic development opportunities; transportation issues; and town/gown issues between the City and Salisbury University. This workshop provided the community a platform to express its concerns about the issues facing our residents on a daily basis as well as suggested possible solutions to its concerns.

The City hosted a second community workshop in November 2008. The outcomes of the first workshop were presented to the public, focusing on a specific analysis of results City-wide and by census tract. Participants evaluated the pre-defined planning areas of the City on the basis of a list of the characteristics of a successful neighborhood extracted from the 1997 Metro Core Plan.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

A SWOT analysis was conducted in October 2008. The Salisbury-Wicomico Planning & Zoning Commission and key City staff participated in the half-day workshop. The SWOT analysis was conducted in two parts. The first part involved defining neighborhoods of the City of Salisbury. The second part was focused on an analysis of key issues in order to identify the strengths and weaknesses of the City and to discuss new opportunities and potential challenges. This meeting provided valuable information on:

- the City's strengths: Unique resources it can draw on;
- the City's weaknesses: Areas in which it can do better and areas in which it has fewer resources than others;
- future opportunities: Regional and local trends that it can take advantage of; and
- potential threats: Regional and local trends that might have an adverse effect on the City.

Public Opinion Surveys

Two internet surveys were also administered in an effort to gather additional public input. An initial web-based public opinion survey was conducted to reach out to citizens and provide them with another opportunity to express their concerns, opinions and provide possible solutions to specific issues. The information gathered from the survey ranged from preferred growth scenarios to the condition of existing community facilities and areas that need improvements. As a follow-up to the initial survey, the City prepared another survey for the purpose of evaluating the draft City of Salisbury Comprehensive Plan. Overall, the two surveys were extremely useful as they both provided a method to learn more about the concerns of our residents as well as a gauge to evaluate the draft plan to ensure it reflected the vision of our citizens.

All of the information gathered through the public input received during the development of the new Salisbury Comprehensive Plan has provided a wealth of data which was utilized during the drafting of the Sustainable Community Plan.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

A. Supporting existing communities & reducing environmental impacts.

(1) A community's approach to Smart Growth generally includes two inter-related areas of focus: encouraging reinvestment and growth in existing communities; and, discouraging growth that degrades natural resources, and farms and rural landscapes. Broadly describe your jurisdiction's Smart Growth approach and any significant accomplishments made over the last decade or so. (Answer Space 4,000 characters)

City of Salisbury Mayor James Ireton, Jr. supports the Smart Growth Program. He strongly believes in the revitalization of our older, developed areas, promoting infill development, and preserving our valuable open space lands. Mayor Ireton is always looking for additional ways to renew the vitality of our City, and make it an interesting and exciting place to live. By continually striving to improve the amenities available within our city limits, we can make the City more attractive to developers than the suburbs. The City of Salisbury also participated in the Live Near Your Work program.

The City of Salisbury adopted the Maryland Rehabilitation Code in August 2001 and most recently adopted the 2006 International Existing Building Code (IEBC) by reference in August 2007. The IEBC encourages private investment in existing building and communities through a new construction code that streamlines and harmonizes the code requirements for rehabilitation work. The Department of Building, Permitting and Inspections strongly emphasizes to builders and developers to include the IEBC when filing for building permits that have had an existing use for over a year. The IEBC is founded on broad-based principles intended to encourage the use and reuse of existing buildings and to provide flexibility to permit the use of alternative approaches to achieve compliance with minimum requirements to safeguard the public health, safety and welfare.

The IEBC has been essential in the redevelopment in the City's downtown historic district. Numerous unoccupied structures, some of which were in a deteriorated condition, have been rehabilitated and are now being used as office space, condominiums and up-scale apartments. Another practical use of the Code has been the redevelopment of empty shopping centers and tenant spaces along the Rt. 13 corridor.

The City is also exploring taking a more active approach to reducing the number of abandoned residential properties. Left unattended, abandoned properties can devastate neighborhoods; they generate little, if any, revenue, require repeated visits by city officials and often become an unwanted public nuisance. When traditional approaches such as tax sale fail to effectively address the issue, other mechanisms must be put in place to attack the problem. The City is considering adopting a three pronged approach, with each abandoned property being addressed appropriately based on its characteristics and ownership. The three prongs of this approach that are being considered are: purchasing the properties at tax sale; receivership; and issuance of municipal infractions. If a property is purchased at tax sale, the City can waive the outstanding liens on the property and then put it back on the market to be turned into a productive property. If receivership is chosen, it will allow the city to petition the court to appoint a "receiver" who will coordinate the rehabilitation of the distressed property. To ensure that the city is selecting suitable candidates for the receivership program it is important to establish specific qualifications for the designation. The municipal infraction option would be chosen if the property owner has other assets that could be used to satisfy the outstanding liens and if the owner could be forced into taking responsibility for the property.

Updated Salisbury Historic District Commission (SHDC) Design Standards – New Construction: With regard to new construction, the updated SHDC historic guidelines are sensitive to the detail elements and other components of the streetscape and the effect the overall appearance of the district. New construction is recommended to be similar in form, scale, height, placement, massing, etc., but should not provide for blank windowless walls and unattractive facades.

An extensive list of the revitalization projects that have taken place in Salisbury since 1997 is included in the answer to Question II. A. (5) (a).

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(2) Describe any major investments in community infrastructure -water, stormwater, sewer, sidewalk, lighting, etc. -- that must be undertaken in order to improve the readiness or competitiveness of the proposed SC Area for private investment and compliance (if applicable) with TMDL regulations. Addressing the stormwater during redevelopment can reduce the pollution entering our streams and contribution to the restoration of the Chesapeake Bay. Investments in infrastructure, generally, can be an important catalyst for new private investment in the community. (Answer Space 4,000 characters)

The City recently constructed the Waverly Drive storm drain project which provides flood relief for the Camden Avenue neighborhood. There have also been several sanitary sewer pipe lining projects to prevent infiltration and inflow to the sewer collection system at various locations in the SCA. The Maryland State Highway Administration recently constructed a storm drain relief project that serves Route 13 North, the purpose of which is to relieve street flooding on that portion of that main corridor through the City. The City constructed shoreline stabilization along the non-tidal portion of Beaverdam Creek. The City also conducted an illicit discharge detection investigation in 2011 in an effort to find and eliminate illicit discharges into the City's storm drain collection system.

The city set aside CDBG funds in 2010 and 2011 for the purchase of trash containment and removal systems for the Wicomico River. Some of these funds have been used to purchase and install trash containment nets for the two concrete outfall pipes located on either side of the South Division Street bridge near the old Fire Station headquarters building. The remaining funds are being utilized for the purchase and installation of Inlet Catch Basin Nets in selected areas where large amounts of trash tend to accumulate. These nets will capture the trash and debris as it enters the inlets and prevent it from moving through the stormwater outfall pipes and into the Wicomico River.

The city set aside CDBG funds in 2011 for the Engineering Design portion of the Coty Cox Branch Flood Relief / Drainage Improvements project. This project will address the flooding that occurs in the Westside area when we experience heavy rains. The bid for this project has been awarded and work is underway.

The City was awarded Community Legacy funds for Phases 1 and 2 of the Mill & West Main Streets Intersection Streetscape. This project includes sidewalk & curb modifications, ADA compliant ramps, paving improvements, textured / colored crosswalks, pedestrian signalization, pedestrian & bicycle signage, bicycle storm drain grates, road striping & stop bars, benches, wheel stops, landscaping & planting strips, kiosk style maps, lighting, and signal synchronization. Work began in October 2011, and the improvements to the sidewalks along the east side of Mill Street from West Main Street to Rt. 50 have now been completed, and some new landscaping has been installed. The city just received the funding award letter for Phase 2 of the project. As soon as the grant agreement for the Phase 2 funds has been fully executed we will begin work on the remaining elements of the project.

In 2008, 2009 and 2010 the city utilized CDBG and CDBG-R (ARRA) funds for the Doverdale Sidewalk Creation Project. To date sidewalks have been completed on Dover Street, Vaden Avenue & Johnson Street, and construction is now underway on Priscilla Street.

In 2010 the city utilized some of its CDBG funds for the purchase of Bullet-Resistant Street Light Shields. These shields will help to deter crime in our local neighborhoods by keeping problem areas well lit. The Salisbury Police Dept. has developed a list of initial locations where they feel these shields should be installed. Delmarva Power will begin to install the shields at the selected locations as soon as their schedule permits.

In 2008 the City received Program Open Space (POS) funds for the Northeast Collector Road Hike & Bike Trail. The POS grant will be matched with City funds and/or force account labor and combined with grant funds from the State Highway Administration / Transportation Enhancement Program to fund the total project.

The City will continue to rehabilitate and replace any aging infrastructure as funding permits. The City will also have to complete some additional retrofitting of existing impervious areas and stormwater management facilities to achieve compliance with the Chesapeake Bay TMDL.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(3) Describe policies, initiatives or projects that the community will undertake or expand in order to reduce the SC Area's impact on the environment. Examples include but are not limited to: conservation or management of stormwater through retrofitting of streets and by-ways (Green Streets, rain gardens, etc.); retrofitting of facilities and homes for energy conservation; implementation of "green" building codes and mixed-use zoning; recycling of waste; clean-ups of watersheds; and, encouragement of "Buy Local" approaches that benefit local suppliers and food producers. A comprehensive menu of such actions may be found through the nonprofit Sustainable Maryland Certified initiative. (Answer Space 4,000 characters)

Projects listed in the City's 5-year Capital Improvement Plan that will reduce the Sustainable Community Area's impact on the environment include:

- Mill Street storm drain relief to eliminate street flooding
- East Main Street storm drain relief to eliminate street flooding
- Vine Street storm drain relief to eliminate street flooding
- Germania Circle property purchase to eliminate tidal flood-prone properties
- Coty Cox Branch drainage improvements to eliminate flooding along the stream
- Water quality storm drain inlets to reduce discharge of nutrients and sediments into the Wicomico River
- Replace sanitary sewer in East Main Street
- Purchase portable bypass pumps for lift stations
- Perform sanitary sewer infiltration and inflow study and repair
- Parkside High School sewage pump station replacement
- Fitzwater Street sewage pump station rehabilitation
- Hampshire Road sewage pump station rehabilitation
- Glen Avenue sewage pump station rehabilitation
- Development of a Wicomico River watershed management plan to identify specific plans to improve the quality of runoff into the river

In 2010 the Salisbury Fire Department began using biodiesel in all of its capital apparatus as a means of going greener.

The new car that was recently donated to the Zoo's education department by the Delmarva Zoological Society is a hybrid vehicle.

The City Department of Building, Permitting and Inspections requires compliance with the 2009 Energy Conservation Code which was adopted by the City in August 2010.

The City offers free weekly curbside recycling. All recyclables are placed in a designated bin, provided without cost by the City, for glass, metals, paper and plastics.

The Shore Fresh Growers Association has a lease agreement with the City of Salisbury to operate a Farmer's Market in Lot #16 from April to November. This Farmer's Market features locally grown fruits and vegetables and also includes homemade jams, jellies, breads, and other perishables. The Farmer's Market will also have a presence at the Salisbury Festival this year.

The Delmarva Chicken Festival is sponsored annually by Delmarva Poultry Industry, Inc., the organization working for the continued progress of the poultry industry on the Delmarva Peninsula. The 2012 Delmarva Chicken Festival will be held in Salisbury on June 15-16, 2012, and this will mark the event's 14th visit to Salisbury – which is more times than the festival has been held in any other Delmarva location.

In the festival's 63 year history, there have been many additions and changes along the way. The giant fry pan made its first appearance in 1951. Chicken Capers were added in 1975, and a carnival was first part of the event in 1981. The Miss Poultry Princess pageant was eliminated in the 1980's, and a chicken cooking contest was last held in conjunction with the festival in 1998. Live entertainment has become a very important part of the festival, and an array of family events such as car shows, arts and crafts, home and trade show vendors, and more have joined the list of attractions.

Now a Delmarva tradition, the annual Delmarva Chicken Festival attracts an estimated 25,000 or more visitors to the host community. This means a significant economic impact, not just for the Salisbury Chamber and participating civic groups,

but for businesses such as gas stations, hotels, and retail stores. And, it should also be noted that all profits generated at the festival remain with the host community.

The Local Owner Restaurant Association (LORA) is a non-profit organization made up of restaurant owners in Wicomico County, Maryland and Delmar, Delaware. LORA is committed to promoting the goals of local business, supporting local charities and educating the public on the importance of local commerce.

The City has recently employed a pilot print program that has a goal to reduce its desktop printers, ink and paper consumption.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)

The key groups who will be involved in the implementation of the initiatives and projects noted in this section include the Mayor and City Council of Salisbury, the City Administrator, City Dept. Heads and City Staff, Environmental Policy Task Force, Wicomico River Project, Wicomico Creek Watchers, Recycling Committee, and the Shore Fresh Growers Association.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

B. Valuing communities and neighborhoods -- building upon assets and building in amenities:

(1) What are the key assets that exist in the community upon which the Plan's projects and initiatives will build? Assets may include physical assets such as parks and historic structures and also civic and economic assets such as employers, educational institutions, and cultural organizations and activities. (Answer Space 4,000 characters)

The City of Salisbury offers a wide variety of amenities in the form of business, educational, medical, and leisure and recreational opportunities. A few of the more prominent amenities include the following:

Salisbury University
 Wor-Wic Community College
 Peninsula Regional Medical Center
 Salisbury–Ocean City–Wicomico Regional Airport
 Perdue Farms
 Pepsi-Cola
 Salisbury Zoo
 Salisbury City Park
 Salisbury Marina
 Francis J. Tilghman Memorial Dog Park
 The Urban Greenway
 Ward Museum of Waterfowl Art
 Pemberton Historical Park
 Charles H. Chipman Cultural Center
 Poplar Hill Mansion
 Arthur W. Perdue Stadium
 The Centre at Salisbury
 Wicomico County Youth & Civic Center
 The Country House (the largest country store on the East Coast)

All of the above amenities make Salisbury a very desirable community in which to live, but the greatest asset Salisbury possesses is found in the residents themselves. Within the city neighborhoods there exists a very strong sense of community spirit and pride of ownership, and that has shown itself repeatedly in the strategic planning sessions that have taken place to date. The Salisbury residents are committed to our ongoing revitalization efforts, and are eager to participate in the process.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(2) What policies, initiatives or projects will reuse or enhance the historical assets, traditional business districts/Main Streets and cultural resources of the community? What actions will reinforce your community's authentic "sense of place" and historic character? (Answer Space 4,000 characters)

The City of Salisbury is committed to preserving, protecting and enhancing buildings, places and areas within the City which possess particular historic or architectural significance in order to promote the educational, cultural and economic welfare of its residents and visitors. To achieve these objectives, the City has been proactive in protecting its historic and archaeological resources by establishing the Salisbury Historic District Commission (SHDC), adopting rules and regulations within the City Zoning Code for historic districts, and designating the Downtown, Newtown and Camden Historic Districts. In 1959, the City enacted zoning regulations specifically intended to protect historic areas. These regulations exist within the City's current zoning code.

Current policies, initiatives or projects that will enhance the historical assets, traditional business districts / Main Streets and cultural resources of the community include the following:

Charles H. Chipman Cultural Center - Structural Repairs –

These repairs are necessary because of damage to the foundation of the building caused by water seeping between the side of the building and the existing concrete handicapped access ramp. The project has completed all the necessary State and local historic reviews, and the bid process is now underway.

Mill & West Main Sts. Intersection Streetscape, Phases 1 & 2 –

This project includes sidewalk & curb modifications, ADA compliant ramps, paving improvements, textured / colored crosswalks, pedestrian signalization, pedestrian & bicycle signage, bicycle storm drain grates, road striping & stop bars, benches, wheel stops, landscaping & planting strips, kiosk style maps, lighting, and signal synchronization. This project will greatly improve the pedestrian connectivity between the Westside Neighborhood and the historic Downtown area.

Updated Salisbury Historic District Commission (SHDC) Design Standards –

The City of Salisbury contracted with the RBA Group, Inc. to prepare historic district design guidelines. Grant funding was provided with funds from the Maryland Historic Trust, which is a part of the Maryland Department of Planning. The purpose of creating the new guidelines is to preserve our past while at the same time, provide clear framework for rehabilitation and new construction efforts.

The City has provided CDBG funding for a Nuisance Code Enforcement Officer to address violations of the Nuisance Code in the Church Street–Doverdale CDBG target neighborhood. This increased level of code enforcement, when combined with other ongoing revitalization efforts in the neighborhood, is helping to arrest the decline of the area.

"Third Friday" events take place in the historic Downtown area of Salisbury each month. Participating business keep their doors open late for "Third Friday", and these events provide local residents and visitors the opportunity to eat, drink, shop, and enjoy arts and entertainment.

The City will continue to work with Salisbury Neighborhood Housing Services to preserve the existing housing stock by providing CDBG funding for owner-occupied housing rehabilitation.

The City will pursue funding for the completion of additional projects outlined in the Pedestrian Connectivity Plan to improve access between the historic Downtown area and the surrounding neighborhoods.

The City will pursue funding for the completion of improvements outlined in the Downtown Lighting Study to improve the safety and security of the Downtown area.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(3) Describe policies, initiatives or projects that will increase community access to green spaces, parks and other amenities? A community can gain social and physical benefits from access to a healthy natural environment. The inclusion of complete streets, trails, green space, parks and trees contribute to the character and health of a community. Examples might include improvements to the tree canopy by planting street trees, improving local neighborhood streams, or reusing a vacant lot for a new community park or playground.*(Answer Space 4,000 characters)*

In 2008 the City approved a donation for a turn-key project to replace the existing street trees on Eastern Shore Drive with 170 new trees. The existing trees on Eastern Shore Drive had been planted 30 years ago and many had been injured or died over the years due to a number of causes. The 170 replacement trees were placed at about 40' to 50' intervals as existing structures, underground utilities and entrances permitted. This project was spearheaded by former Salisbury Public Works Director Pete Cooper, who was instrumental in the development of Eastern Shore Drive. Mr. Cooper raised the funds necessary to purchase the trees, hire contractors to cut down the existing trees, and plant the new trees. These funds were raised from a number of interested citizens, who preferred to remain anonymous. The Salisbury Public Works Department was responsible for inspecting the work during construction, and now handles the on-going maintenance of the trees.

The Delmarva Zoological Society (DZS) was formed to raise the funds necessary to fund capital improvements at the Salisbury Zoo. The 'Renew the Zoo' campaign, administered through the DZS, is currently working on raising funds for the three major projects:

- * Animal Health Clinic (est. cost - \$1.5 million)
- * Morgan Environmental Center (est. cost - \$750,000)
- * Discover Australia! (est. cost - \$750,000)

The Salisbury Zoo Commission is funding the costs for the development of the new "Beastro" at the Zoo. This will add a small concession area to the Zoo for selling hot dogs, fries, personal pizzas, etc.

The City plans to continue to improve and expand the butterfly and wildlife gardens throughout the Zoo. Eventually we would like to develop some gardens along the river which will teach visitors about wetland and riparian re-establishment, rain gardening and river ecology. At some point in the not-to-distant future we would like to add giant tortoises and Nene geese to the Zoo.

In 2008 the City received Program Open Space (POS) funds for the Northeast Collector Road Hike & Bike Trail. The POS grant will be matched with City funds and/or force account labor and combined with grant funds from the State Highway Administration / Transportation Enhancement Program to fund the total project. This project is now underway.

Future improvements planned for the Marina include:

- Structural inspection and repair of piers and bulkheads
- Replacement of electric pedestals

The City will pursue funding through Program Open Space for the continuation of Riverwalk.

The City will pursue funding through Community Parks & Playgrounds and Program Open Space for renovations to existing playgrounds.

The City Park Committee has long expressed a desire to develop a City Park Master Plan, but thus far we have been unable to find a funding source for such a project. Should funding become available for this project such a plan could be created to guide future development within the Salisbury City Park.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)

The key groups who will be involved in the implementation of the initiatives and projects noted in this section include the Mayor and City Council of Salisbury, the City Administrator, City Dept. Heads and City Staff, the Salisbury Historic District Commission, Salisbury Neighborhood Housing Services, Arts and Entertainment District Committee, Salisbury Area Chamber of Commerce, Zoo Commission, Marina Committee, City Park Committee, MD Dept. of Housing & Community Development, U.S. Dept. of Housing & Urban Development, MD Dept. of Natural Resources, State Highway Administration.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

C. Enhancing economic competitiveness

(1) What economic development policies, initiatives or projects will improve the economy through investments in small businesses and other key employment sectors? What economic development and business incentives will you build upon or implement as part of the SC Plan? Examples could include but are not limited to: green-taping for expedited project application review; permitting and inspection; job training; business tax credits; and, revolving loan funds. (Answer Space 4,000 characters)

The City of Salisbury, in conjunction with Salisbury-Wicomico Economic Development (SWED) and other partners will continue to promote the benefits of the Salisbury-Wicomico County Enterprise Zone, in which much of the Sustainable Community (SC) area is located. The zone offers real property and state income tax credits to qualifying businesses that originate capital investments and create jobs.

In addition, access to capital remains a vital concern among small businesses and the City and SWED will continue its efforts to utilize various funding services for small businesses inclusive of area revolving loan funds, USDA programs, Maryland's Department of Business and Economic Development finance initiatives (including Community Development Block Grants), Neighborhood BusinessWorks programs, Maryland Capital Enterprises (located within the SC area), and the Small Business Administration.

The City and SWED will continue to promote the business plan development services of the Small Business Development Center at Salisbury University and Maryland Capital Enterprises, as well as mentoring provided by S.C.O.R.E. at the Salisbury Area chamber of Commerce. The City will continue to promote and utilize Maryland's Job Creation Tax Credit program.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(2) What workforce development policies, initiatives or projects will increase access to jobs and economic opportunity for residents in the SC Area? Do you have a goal for job creation? Are green jobs an opportunity in the jurisdiction or SC Area? (Answer Space 4,000 characters)

The City of Salisbury, in conjunction with Salisbury-Wicomico Economic Development (SWED) and other partners will continue to promote the job training (or retraining) services offered by the Lower Shore Workforce Alliance (LSWA) and Wor-Wic Community College. The LSWA offers (through the Maryland Workforce Exchange) a job databank that allows job seekers to search for employment opportunities. In addition, the LSWA offers an apprenticeship program, one-on-one training consultation services and various initiatives regarding job search tips and resume writing.

The City and SWED will continue to promote and utilize Maryland's Industrial Partnership and Partnership for Workforce Quality programs and the many opportunities for training (or retraining) offered through Wor-Wic Community College.

Shore-Up provides job training and employment services to local residents through their Certified Nursing Assistant program, and Janitorial and CDL Training programs. They also assist teens in the Department of Juvenile Justice system with GED training, team building skills, and job assistance.

The Lower Shore Career Development Center of Goodwill Industries also serves residents in Salisbury and Wicomico County. The Center provides Job Readiness skills training, Clerical & Computer Skills training, Job Placement assistance and career counseling to the Lower Eastern Shore by working with a variety of local agencies, such as the Department of Rehabilitations, Department of Social Services, Mental Health Department and One Stop Job Market in an effort to assist disadvantaged individuals with obtaining employment.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(3) Describe whether the Sustainable Community will be impacted by the Base Re-alignment and Closure (BRAC) activities in Maryland. If impacted, how do the initiatives and projects in your Plan complement BRAC-related growth? (If not applicable, all ten points will be assessed based on answers to questions 1, 2, and 4) (Answer Space 4,000 characters)

Not Applicable.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)

The key groups who will be involved in the implementation of the initiatives and projects noted in this section include the Mayor and City Council of Salisbury, the City Administrator, City Dept. Heads and City Staff, Salisbury-Wicomico Economic Development (SWED), the Lower Shore Workforce Alliance (LSWA), Wor-Wic Community College, Maryland Capital Enterprises, the Small Business Development Center at Salisbury University, S.C.O.R.E. – Salisbury Area Chamber of Commerce, MD Department of Business and Economic Development, DHCD-Neighborhood BusinessWorks, USDA.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

D. Promoting access to quality affordable housing.

(1) What housing policies, initiatives or projects will expand housing choices - rental and homeownership -- for people of a range of ages, incomes, and also for disabled individuals? How will these actions address the current housing conditions and needs noted in Section II? (Answer Space 4,000 characters)

Programs offered through Salisbury Neighborhood Housing Services (SNHS) include:

- Owner-Occupied Housing Rehabilitation including Accessibility Modifications
- Principal Write-Down Grants
- Closing Cost Grants / Loans
- Low-Interest Mortgage Loans

SNHS also serves as the local administrator of Special Loan Programs including MHRP, STAR and LHRGLP.

The City will continue to provide CDBG funds for the rehabilitation, including accessibility improvements and lead paint abatement, of the existing owner-occupied housing units. Encouraging existing homeowners to invest in the housing stock is the key to maintaining healthy neighborhoods.

Homeownership counseling, including creditworthiness help, and down payment / closing cost assistance for first-time buyers also will be supported by the City. Specifically, the City will continue to provide funds to appropriate HUD-certified housing counseling agencies, such as SNHS, to assist low- and moderate-income families and individuals to become home-owners.

The city will continue to work with Habitat for Humanity of Wicomico County by providing CDBG funds for the acquisition, construction and/or rehabilitation of homes for low-income individuals in the Church Street area.

The city's Neighborhood Services & Code Compliance (NSCC) Dept. will continue to identify existing vacant, substandard housing units suitable either for acquisition and rehabilitation or demolition / new construction and resale as an appropriate strategy to expand and preserve affordable housing. Working with private organizations, such as Habitat and SNHS, the city will identify suitable sites and properties.

The City will encourage the development of additional multi-family rental complexes by private non-profit or for profit housing developers. Such developments should be targeted primarily to extremely low- and low-income households needing affordable housing. City support may include property tax deferrals and/or the extension of water and sewer. Salisbury has provided similar incentives to promote the rental complexes at Mitchell's Landing and the Village at Mitchell's Pond, the former was financed with State Partnership Rental Housing Program money and the latter with federal HOME funds and Low Income Tax Credits.

In 2006, the Salisbury Mayor and City Council adopted refined annexation policies and procedures requiring affordable housing to be addressed with new major annexations. This involves the provision of affordable units on-site, or the payment of a fee to a City-administered affordable housing fund. The development of affordable housing will be supported through this fund in the coming years. During 2007 the Mayor's Office began working on developing policies for the use of these funds for neighborhood reinvestment projects and workforce housing. In 2008 these draft policies were presented to the City Council for their consideration. To date the City Council has continued to review the proposed policies, but they have not yet adopted them. Once these policies have been adopted the city will be able to begin utilizing them to support the development of additional affordable housing.

If the pending legislation involving receivership is passed, this will give the city another mechanism to deal with abandoned properties. If adopted, the proposed legislation will allow the city to petition the court to appoint a "receiver" who will coordinate the rehabilitation of the distressed property. This will enable us to reduce neighborhood blight and increase the available housing stock.

The city will encourage additional mixed-use development in the Downtown area with apartments on the upper levels. This will increase the housing options in the central business district.

There is a new student housing project currently underway on South Division Street. This will increase the housing options for the growing population of Salisbury University students.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(2) Will these housing initiatives or projects increase access to transit or community walkability and/or decrease transportation costs? In other words, will the housing investments result in more people living near work or town centers, or able to more conveniently reach work, school, shopping and/or recreation?*(Answer Space 4,000 characters)*

Rehabilitation of the existing housing stock in the neighborhoods surrounding the Downtown area, as well as the construction of new units on vacant lots, will increase the number of residents who are able to live near their place of work.

The development of additional student housing on South Division Street will make for a shorter commute for Salisbury University students.

The development of additional upper-level apartments in the Downtown area will increase the housing options in the central business district.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(3) What is your goal for of number of units to be created of affordable workforce housing, rental and homeownership? What populations (by income or special needs) will benefit from this increased access to affordable housing? (Answer Space 4,000 characters)

The City of Salisbury 2009-2013 Consolidated Plan outlines the following Priority Housing Needs / Investment Plan Goals:

The city will strive to assist a total of 90 Renters; 53 at or below 30% MFI, 33 from 31-50% MFI, and 4 from 51-80% MFI.

The city will strive to assist a total of 17 Owners; 6 at or below 30% MFI, 6 from 31-50% MFI, and 5 from 51-80% MFI.

The city will strive to assist a total of 50 Homeless individuals and families by supporting both transitional and permanent housing.

Non-homeless individuals with special needs include the elderly, the frail elderly, those with severe mental illness, those with physical and/or developmental disabilities, individuals with substance abuse issues, those suffering from HIV / AIDS, and victims of domestic violence. The city will strive to assist a total of 46 individuals falling into the 'special needs' category.

Section 215 refers to the HOME definition of affordable housing found in HUD's regulations for rental and homeownership housing. These regulations state that affordable rental housing is that which does not exceed the fair market rents in the area, or which does not exceed 30 percent of household income for a household earning 65 percent of the area's median income. The regulations also define affordable owner-occupied housing as that which has an initial purchase price that does not exceed 95 percent of the median purchase price for a comparable unit for the jurisdiction, or has an estimated appraised value at acquisition that does not exceed this limit.

In reporting Section 215 housing accomplishments for the year, the City of Salisbury counts the number of extremely low income, low income, and moderate income home owners assisted with local CDBG funds, City funds, Salisbury Neighborhood Housing Service funds, and Habitat for Humanity of Wicomico County funds.

Salisbury's total Section 215 goals as outlined in the 2009-2013 Consolidated Plan are 40 Renter households and 20 Owner households, for a total of 60 households.

(4) Which identified key groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)

The key groups who will be involved in the implementation of the initiatives and projects noted in this section include the Mayor and City Council of Salisbury, the City Administrator, City Dept. Heads and City Staff, Salisbury Neighborhood Housing Services, Habitat for Humanity of Wicomico County, MD Dept. of Housing & Community Development, U.S. Dept. of Housing & Urban Development.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

E. Support transportation efficiency and access.

(1) What policies, strategies and projects are envisioned to strengthen the transportation network that affects the proposed SC Area? How will these initiatives support transportation choices (including walking, bicycling, bus or rail transit, and carpooling) or otherwise promote an efficient transportation network that integrates housing and transportation land uses? (Answer Space 4,000 characters)

The City has a Traffic and Safety Advisory Committee and a Traffic and Safety Technical Committee composed of concerned citizens and City and County agency representatives.

Shore Transit provides bus service in the Salisbury area. They have 9 routes and 55 vehicles, and they operate on fixed and deviated routes as well as provide demand-responsive service. Shore Transit provides connections to Ocean City, Maryland Upper Shore Transit (MUST), Delaware Authority for Regional Transit (DART) and Greyhound.

In 2011, Salisbury–Ocean City–Wicomico Regional Airport served a record number of both military aircraft operations (12,840) and commercial passengers (143,736) at their facility. Having both commercial flight service and high levels of military operations at an airport our size is quite unique, especially since we have no military operation based out of Salisbury. This is largely due to the runway expansion which took place in recent years.

As part of the FY 2011 Unified Planning Work Program for the Salisbury/Wicomico Metropolitan Planning Organization (MPO), funding was allocated to prepare Phase I of the Functional Master Plan of Hiker and Biker Trails within the MPO Study area. The professional consulting firm Urban Research and Development Corporation (URDC) was hired to assist with this planning effort. Phase I of this multi-phase project focuses on mapping the existing and proposed hiker and biker trails within the region. Moreover, this study will identify gaps or areas where trail connections are needed to complete a regional trail system. The study will also include information related to types of biker and hiker trails and funding alternatives to acquire land for new trails, as well as the gaps in the existing trail network.

In February 2012 a Bike Lane Demand Analysis was prepared by a local engineer who was interested in researching the need / demand for improvements along local roadways to enhance cyclist travel. Although this report was not prepared for any specific jurisdiction or governmental agency, it is consistent with goals included within the adopted 2010 City of Salisbury Comprehensive Plan (connectivity, encouraging non-motorized forms of travel, etc.), as well as the 2006 Wicomico County Land Preservation, Parks, and Recreation Plan. The focus of the study was to analyze the locations where people live, work, and go to school within central Salisbury, MD area, determine common travel paths, and recommend locations for proposed bike lanes based on shared routes with a high level of potential demand for use by daily commuters.

The benefits of increased bicycle commuting can include improvements in personal health, reductions in greenhouse gas emissions, reductions in fossil fuel consumption, and reduced road maintenance. The city is reviewing this analysis and may elect to pursue funding to implement some of these suggested improvements through Sustainable Communities, the Maryland Department of Transportation, and/or local funding.

The City has been awarded Community Legacy funding for Phases 1 & 2 of the Mill & West Main Streets Intersection Streetscape project. This project includes sidewalk & curb modifications, ADA compliant ramps, paving improvements, textured / colored crosswalks, pedestrian signalization, pedestrian & bicycle signage, bicycle storm drain grates, road striping & stop bars, benches, wheel stops, landscaping & planting strips, kiosk style maps, lighting, and signal synchronization. This project will greatly improve the pedestrian connectivity between the Westside Neighborhood and the historic Downtown area.

The City received Program Open Space (POS) funds for the Northeast Collector Road Hike & Bike Trail. The POS grant will be matched with City funds and/or force account labor and combined with grant funds from the State Highway Administration / Transportation Enhancement Program to fund the total project. This project is now underway.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(2) If applicable, describe the SC Area's connection or proximity to transportation centers (e.g. Metro, MARC, and light rail stations) and describe opportunities for Transit - Oriented Development (TOD). Will Plan strategies and projects contribute to jobs/housing balance or otherwise provide a mix of land uses that can be expected to reduce reliance on single-occupancy automobiles? (If transit or TOD is not applicable in your community, all points in this section will be based on questions 1 and 3) (Answer Space 4,000 characters)

Not Applicable.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(3) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? *(Answer Space 4,000 characters)*

The key groups who will be involved in the implementation of the initiatives and projects noted in this section include the Mayor and City Council of Salisbury, the City Administrator, City Dept. Heads and City Staff, Traffic and Safety Advisory Committee, Traffic and Safety Technical Committee, Shore Transit, MD Dept. of Housing & Community Development, MD Dept. of Natural Resources, State Highway Administration, Maryland Department of Transportation.

V. PROGRESS MEASURES

For the Plan parts of section IV (A through F):

(1) List the specific outcomes that the Plan seeks to produce. (Answer Space 4,000 characters)

- 1) Supporting existing communities & reducing environmental impacts:
 - Continue to work with SNHS and Habitat to preserve and expand the housing stock available and affordable to low-to-moderate income households.
 - Continue to pursue legislation for receivership in order to give the city an additional mechanism with which to deal with abandoned, dilapidated properties.
 - Continue to employ the current proactive policing methods which allow for greater police / community interaction.
 - Continue to utilize CDBG and other funds for the purchase of trash containment and removal systems for the Wicomico River.
 - Complete the Engineering Design portion of the Coty Cox Branch Flood Relief / Drainage Improvements project.
 - Complete Phases 1 & 2 of the Mill & West Main Streets Intersection Improvements pedestrian connectivity project.
 - Complete the Northeast Collector Road Hike & Bike Trail.
 - Continue to provide CDBG funds for sidewalk creation in low-to-moderate residential neighborhoods.
- 2) Valuing communities and neighborhoods -- building upon assets and building in amenities:
 - Complete the Chipman Cultural Center structural repairs project funded through Community Legacy.
 - Pursue funding for the completion of additional projects outlined in the Pedestrian Connectivity Plan to improve access between the historic Downtown area and the surrounding neighborhoods.
 - Continue to provide CDBG funding for the Nuisance Code Enforcement Officer in the Church Street–Doverdale CDBG target neighborhood.
 - Continue to work with SNHS to preserve the existing housing stock by providing CDBG funding for owner-occupied housing rehabilitation.
 - Continue to promote the efforts of the Delmarva Zoological Society (DZS) to raise funds for capital improvements at the Salisbury Zoo.
 - Pursue the completion of the improvements to the Salisbury Marina that have been outlined in the Capital

(2) And, list the specific benchmarks that will be used to measure progress toward these outcomes. (Answer Space 4,000 characters)

- 1) Supporting existing communities & reducing environmental impacts:
 - Number of households assisted through SNHS and Habitat.
- 3) Enhancing economic competitiveness & access to economic opportunity:
 - Continue to work with SWED and other partners to promote the job training / retraining services offered by the Lower Shore Workforce Alliance (LSWA) and Wor-Wic Community College.
 - Number of linear feet of pedestrian / bicycle streetscape improvements completed.
 - Number of linear feet of new sidewalks constructed in low-mod income neighborhoods.
 - Encourage local businesses in the Downtown area to take advantage of the Downtown Revolving Loan fund.
 - Number of trash containment / removal systems purchased and installed for the Wicomico River.
 - Completion of the Engineering Design portion of the Coty Cox Branch Flood Relief / Drainage Improvements project.
 - Completion of the Engineering Design portion of the Coty Cox Branch Flood Relief / Drainage Improvements project.
 - Passage of Receivership legislation for abandoned, dilapidated properties.
- 4) Promoting equitable access to high quality affordable housing:
 - Continue to work with SNHS as they provide the following services to local residents:
 - 2) Valuing communities and neighborhoods -- building upon assets and building in amenities:
 - Owner-Occupied Housing Rehabilitation including Accessibility Modifications
 - Completion of the Chipman Cultural Center structural repairs project.
 - Principal Write-Down Grants
 - Continuation of funding for the Nuisance Code Enforcement Officer in the Church Street–Doverdale neighborhood.
 - Closing Cost Grants / Loans
 - Low-Interest Mortgage Loans
 - Completion of new capital improvements at the Salisbury Zoo funded through the Delmarva Zoological Society.
 - Special Loan Programs including MHRP, STAR and LHRGLP.
 - Completion of proposed improvements to the Salisbury Marina outlined in the CIP.
 - Housing Counseling
 - Completion of renovations to existing playgrounds funded through POS and CP&P
 - Continue to work with Habitat by providing CDBG funds for the acquisition, construction and/or rehabilitation of homes for low-income individuals in the Church Street area.
- 3) Enhancing economic competitiveness & access to economic opportunity:
 - Adopt annexation funds policies for Workforce Housing and Neighborhood Reinvestment.
 - Number of local residents assisted through the job training / retraining services offered by the Lower Shore Workforce Alliance (LSWA) and Wor-Wic Community College.
- 5) Supporting transportation efficiency and access:
 - Number of local businesses assisted through Downtown Revolving Loan fund.
 - Complete Phases 1 & 2 of the Mill & West Main Streets Intersection Streetscape project.
 - Number of local businesses utilizing the benefits of the Salisbury-Wicomico Enterprise Zone.
 - Complete the Northeast Collector Road Hike & Bike Trail.
 - Number of local artists utilizing the benefits of the Arts & Entertainment District.
- 6) Coordinating and leveraging (federal, state, and local) policies and investment:
 - 4) Promoting equitable access to high quality affordable housing:
 - Encourage private non-profit or for profit housing developers to initiate planning and development of new

multi-family rental complexes assisted through the City's Tax Abatement Program. Properties that first being converted from rentals into home ownership projects are being affordable housing grants and housing counseling.

• Continue to offer Tax Abatement Program for properties that first being converted from rentals into home ownership units.

• Continue to utilize the Downtown Revolving Loan Fund to foster the growth of new businesses and assist

5) Supporting transportation efficiency and access:

- Number of linear feet of pedestrian / bicycle streetscape improvements completed.

6) Coordinating and leveraging (federal, state, and local) policies and investment:

- Number of new multi-family rental complexes developed through private non-profit or for profit housing developers for low-to-moderate income households.
- Number of households taking advantage of the city's Tax Abatement Program for properties that are being converted from rentals into home ownership units.
- Number of local businesses assisted through Downtown Revolving Loan fund.

REPLACE THIS PAGE WITH
LOCAL GOVERNMENT SUPPORT
RESOLUTIONS

**SUSTAINABLE COMMUNITY APPLICATION
DISCLOSURE AUTHORIZATION AND CERTIFICATION**

The undersigned authorizes the Department of Housing and Community Development (the “Department”) to make such inquiries as necessary, including, but not limited to, credit inquiries, in order to verify the accuracy of the statements made by the applicant and to determine the creditworthiness of the applicant.

In accordance with Executive Order 01.01.1983.18, the Department advises you that certain personal information is necessary to determine your eligibility for financial assistance. Availability of this information for public inspection is governed by Maryland’s Access to Public Records Act, State Government Article, Section 10-611 et seq. of the Annotated Code of Maryland (the “Act”). This information will be disclosed to appropriate staff of the Department or to public officials for purposes directly connected with administration of this financial assistance program for which its use is intended. Such information may be shared with State, federal or local government agencies, which have a financial role in the project. You have the right to inspect, amend, or correct personal records in accordance with the Act.

The Department intends to make available to the public certain information regarding projects recommended for funding in the Sustainable Community Plan. The information available to the public will include the information in this application, as may be supplemented or amended. This information may be confidential under the Act. If you consider this information confidential and do not want it made available to the public, please indicate that in writing and attach the same to this application.

You agree that not attaching an objection constitutes your consent to the information being made available to the public and a waiver of any rights you may have regarding this information under the Act.

I have read and understand the above paragraph. Applicant’s Initials: _____

Anyone who knowingly makes, or causes to be made, any false statement or report relative to this financial assistance application, for the purposes of influencing the action of the Department on such application, is subject to immediate cancellation of financial assistance and other penalties authorized by law.

The undersigned hereby certifies that the Sustainable Communities Plan or Project(s) proposed in this Application can be accomplished and further certifies that the information set herein and in any attachment in support hereof is true, correct, and complete to the best of his/her knowledge and belief.

Authorized Signature

Print Name and Title

Date